

UNITED STATES DEPARTMENT OF ENERGY



Office of
Management and
Administration

Strategic Plan

MARCH 1999

DOE/MA-0500

Message from Rick Farrell



Secretary Richardson charged our organization with providing an effective and coherent management framework for the Department of Energy (DOE). As our new designation indicates, the Secretary expects the Office of Management and Administration (MA) to develop sound management practices for the Department as we move into the 21st century.

We play a critical role in developing and managing the Department's Federal and contractor workforce. We provide the guidance and structure that support that workforce, giving them a solid foundation on which they can build successful programs.

Our task is to build a management structure strong enough to handle the Department's management challenges, but flexible enough to evolve along with the Department's changing programs. To build that framework, we looked at Department needs, considered the external factors influencing DOE activities, and developed this strategic plan as our blueprint. Using this plan, we can construct a durable management system for the Department.

We are both the architects of this plan as well as the builders. We are committed to turning this strategic plan into results. To achieve those results, we must ensure that our employees have the training and tools they need. With an effective workforce using this plan as a blueprint, we will build a strong, solid management base for the Department.

A handwritten signature in dark ink, reading "Rick Farrell". The signature is stylized, with a large, flowing "R" and "F".

Rick Farrell
Director
Management and Administration

Mission . . .

The Office of Management and Administration provides the Department best value, high quality, and timely products and management services. We provide these in the areas of administration, human resources and training, information management, performance excellence, procurement assistance, executive secretariat support and in response to Secretarial initiatives.

Vision . . .

The Office of Management and Administration works in partnership with customers to support the Department of Energy to provide effective corporate management systems and business practices while enhancing the effectiveness and well-being of MA employees. We are a proactive, customer-oriented team continually improving our service delivery, as measured by customer feedback. We are recognized by our customers as a highly trained, motivated, and diverse workforce, that is responsive to their expectations for high quality and timely products and management services.

Environment:

External factors play an important role in our business. We partner with many DOE offices in all areas to help leverage declining resources and provide services that our customers require to conduct their daily work. We work closely with other Federal agencies, the Congress and the White House to ensure the Department's adherence to applicable Executive Orders and Federal laws and regulations, and to ensure that our customers and taxpayers receive what they need in an efficient and effective manner. These external relationships and partnerships assist us in providing efficient management and administration activities and support as we work together to achieve our common goals.

Linkages:

We recognize the importance of linking our Strategic Plan to the Department's commitments to ensure our goals, strategies, and measures of success support the DOE mission and provide our customers and the taxpayers with the best value for their tax dollar.

Management and Administration Strategic Management System:

Management and Administration strategic management practices provide a flexible framework designed to promote clear communication and results orientation. These practices accommodate the evolving multifunctional nature of MA activities within the context of the Government Performance and Results Act (GPRA), the Malcolm Baldrige criteria for organizational excellence, and the "balanced set of measures" concepts. The four key elements of the MA system are:

Strategic Planning

Based on review of the Department's Strategic Plan and related GPRA documentation, and in consultation with employees, customers, and stakeholders, MA management defines the "strategic commitments" of the organization. These have been organized around the following four broad corporate goals.

Goal A

We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission

Goal B

We will provide best-value products and management services to our customers

Goal C

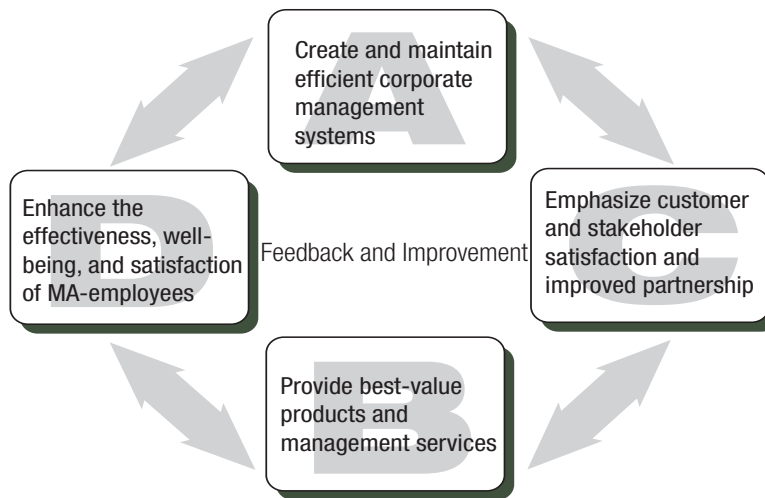
We will emphasize customer and stakeholder satisfaction and improved partnerships

Goal D

We will enhance the effectiveness, well-being, and satisfaction of MA employees

Commitments supporting Goals A and B represent what we do to meet the needs of the Department. Commitments supporting Goal C include understanding how well we are doing and how to adjust our priorities to meet the customer's most critical needs. Commitments supporting Goal D recognize that MA's effectiveness depends directly on our workforce and on the tools, authorities, and incentives they are provided to do their jobs. These four goals work together to create a strong and flexible corporate framework.

Management and Administration Corporate Framework



All MA commitments in the DOE Strategic Plan or in other GPRA documentation are included in the MA Strategic Plan. Employee participation and subsequent review of the MA strategic commitments is key to ensuring linkage of external commitments to internal activities.

Action Planning

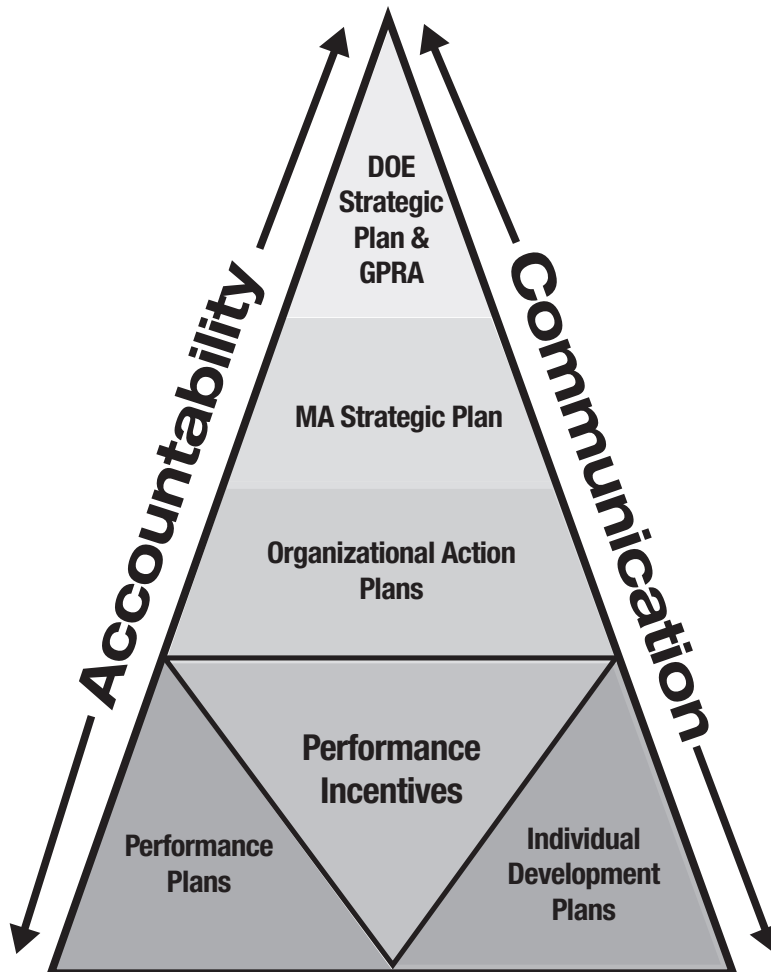
The MA commitments are achieved through strategies developed by individual MA organizations. For each strategy there is an Action Plan to establish what will be accomplished, who is responsible, when the strategy will be implemented, and how we will know how well we have fulfilled our commitment.

Performance Measurement

At a corporate MA level, based on Malcolm Baldrige and balanced set of measures concepts, we have selected key performance measures for tracking MA progress through the year, including all GPRA commitments referred to above. An index of these measures provides information to management and employees.

Performance Management

We ensure that MA commitments in the DOE Strategic Plan, the MA Strategic Plan, and related GPRA documentation are reflected in (a) organizational action plans, (b) performance plans for senior executives, and (c) performance plans for non-SES employees. These performance expectations also serve as a basis for determining employee training needs and priorities and for use as performance incentive methods (e.g., non-monetary awards, special act or service awards, performance awards, promotions). Semiannual reviews by each organization with the MA Director are used, along with the performance measurement index and other means, to provide feedback on progress in meeting organizational commitments. This accountability linkage is illustrated below.



Office of Management and Administration

Director's Office, MA-1

The Director's Office provides centralized management systems, policy development, and oversight of policy implementation for the Department. This Office also facilitates and ensures implementation of Secretarial initiatives.

Within the Director's Office the Office of Business Management (MA-1.4) provides interdisciplinary analytical and administrative support to MA in order to sustain and improve the achievement of MA Strategic Plan goals. In addition, this Office performs functions related to the management and administration of the Headquarter's Working Capital Fund.

Office of Administration, MA-2

The Office of Administration provides Department-wide guidance on printing, mail, and library policy and provides administrative support, direction, and oversight to Headquarters mail, property, transportation, facilities management, printing, graphics, distribution, and library services and activities.

Office of Human Resources Management, MA-3

The Office of Human Resources Management works in partnership with its customers to design and deliver quality human resources and training programs, services, systems, tools, and advice that facilitate effective human resource management decisions and achieve a highly skilled and diverse workforce.

Office of Information Management and Chief Information Officer, MA-4

The Office of Information Management works in partnership with DOE management to provide advice and assistance to help ensure that information technology and resources are acquired and implemented in accordance with statute and Departmental policy. In addition, this Office provides desktop computing support, TeleVideo, telephone, and facsimile services. The Departmental information technology framework supports business decision making; information sharing; basic structure for organizing information, applications, organizational, and technological components; and, their interrelationships. The Chief Information Officer reports directly to the Deputy Secretary.

Office of Procurement and Assistance Management, MA-5

The Office of Procurement and Assistance Management provides procurement services to Headquarters elements by placing and administering procurement contract awards. In addition, this Office develops, coordinates, and implements Department-wide policies, procedures, programs, and management systems pertaining to procurement, acquisition, financial assistance activities, personal property management, and industrial mobilization and related activities.

Office of Performance Excellence, MA-6

The Office of Performance Excellence serves as the corporate catalyst for DOE's commitment to improve performance continually. The Office promotes reinvention, performance excellence/quality management principles, and provides expertise in organizational self-assessments, the Secretary's Energy Performance Excellence Award Program, brokering of information, and sharing of "best practices."

Office of the Executive Secretariat, MA-7

The Executive Secretariat serves the Office of the Secretary, DOE Headquarters and Field Offices, and the public by expediting quality correspondence; developing, maintaining, and sharing institutional memory and access to information; and facilitating timely delivery of executive commitments. In addition, it provides document control, tracking, and analysis; management of the Freedom of Information Act (FOIA) and Privacy Act compliance; a written history of the Department and its predecessor agencies; and advisory committee management.

Consumer Information Office, MA-9

The Consumer Information Office will coordinate the Department's consumer information activities and provide a single point of contact for interaction with the public on the consumer impact of the Department's policies and operations. The office will help make it easier for the public to tap into the Department of Energy's rich resources, providing greater access to user-friendly information about DOE services and discoveries that can help consumers save money on energy bills and improve their quality of life.

CORPORATE STRATEGIC GOALS

Goal A

We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.

Strategic Commitments:

- 1. Respond to Secretarial initiatives and new corporate strategies to establish structure that supports the Department's mission. (MA)**

Strategies:

- Provide overall DOE management and operating guidance
- Establish the Office of Consumer Information
- Strengthen and enhance the DOE aviation management function
- Improve the Department's Historic Preservation program

Metrics:

- Develop action plans for new initiatives
- Make recommendations to the Secretary concerning the Historic Preservation Program

2. Provide a safe, healthful, and energy-efficient workplace for all Headquarters employees. (MA-2)

Strategies:

- Improve safety awareness at the workplace through provision of Occupant Emergency Plans (OEP) and facility maintenance programs
- Partner with EH to conduct annual Federal Employee Occupational Safety and Health (FEOSH) survey
- Reduce energy consumption to comply with the Energy Policy Act of 1992 and Executive Order 12902
- Comply with HQ Energy Management Performance Agreement between the Office of Management and Administration and the Office of Energy Efficiency and Renewable Energy

Metrics:

- Update existing OEP's and maintenance programs by the end of the current fiscal year (FY) in preparation for the start of the next FY
- Maintain a minimum of 1,000 respondents to the FEOSH survey questionnaire each FY
- Reduce energy consumption by 30% by FY 2005
- Meet objectives of Energy Management Performance Agreement

3. Assist the Department in rebuilding a talented and diverse workforce. (MA-3)

Strategies:

- Coordinate the implementation of the Secretary's Workforce for the 21st Century Initiative (Workforce 21)
- Hire Welfare-to-Work recipients
- Realign executive and employee performance management systems with DOE priorities
- Streamline the personnel system by continuing to implement the Corporate Human Resource Information System (CHRIS)
- Manage and execute comprehensive training and educational programs to enhance the professional and technical competencies of Departmental employees
- Continue to increase the number of training site catalogues in the electronic Universal Catalogue on the DOE Training Home Page

Metrics:

- Complete Workforce 21 analysis by March 1999
- Assist Office of the Secretary in issuing a DOE strategy to address workforce diversity with strong emphasis on the under representation of Hispanic employees in DOE by March 1999
- Hire total of 40 former welfare recipients by September 1999 and 55 by September 2000
- Work with Performance Review Board (PRB) to design new performance system for the Senior Executive Service (SES) for implementation in October 1999
- Implement a new performance management system in Headquarters for non-SES employees before the end of 1999
- Implement a DOE-wide employee accessible automated personnel system
- Deploy the Training Administration functionality of CHRIS by October 1999
- Provide program support and coordination in the implementation of phase II of the assessment and revisions to the Technical Qualifications program by September 1999
- Issue guidance to Headquarters and field offices by June 1999 on development and use of individual development plans (IDPs) in building a flexible, talented, and diverse workforce
- Issue guidance to Headquarters and field offices by August 1999 on preparation and use of organizational training plans in managing training resources more effectively
- Issue revised Training Order (DOE O 360.1a) by September 1999 that contains policies consistent with support of Departmental actions to manage training resources more effectively
- Revise DOE Order (DOE O 350.1) on CONTRACTOR HUMAN RESOURCE MANAGEMENT PROGRAMS by September 1999 to include chapter on contractor management of training resources and programs and publish draft notice in *Federal Register*
- Complete Comprehensive Affirmative Action report of MA demographic and diversity trend data (MA-1.4)

4. Improve customer accessibility to information through Information Management initiatives. (MA-4)

Strategies:

- Establish a Configuration Management Board and the process to define and publish standards to access and share information across the Department

- Provide the necessary infrastructure by December 1999 to allow staff the capability of accessing and sharing information easily and seamlessly across the DOE complex
- Update Corporate Management Information Program (CMIP) milestone plan and report to Congress semiannually

Metrics:

- Increase the number of sites adopting corporate guidance and standards annually
- Migrate 20% of DOE community to DOE standards for accessing and sharing information within 2 years of issuing the standards document
- Migrate 100% of DOE community to DOE standards for accessing and sharing information within 5 years of issuing the standards document

5. Continue improvements in Department Management & Operating (M&O) Regulations and Guidelines. (MA-5)

Strategy:

- Conduct studies/issue guides for procurement office use in awarding Department of Energy M&O contracts

Metric:

- Number of new/revised guides issued

6. Promote Departmental use of purchase cards for purchases under \$25,000. (MA-5)

Strategy:

- Increase use of Purchase Cards throughout the Department to reduce procurement costs and expedite delivery of purchases

Metric:

- Increase the number of purchase cards transactions to 85% of purchases under \$25,000

7. Use the Malcolm Baldrige, President's or Energy Performance Excellence Award Criteria to measure customer satisfaction, employee satisfaction, and the achievement of business results/goals. (MA-6)

Strategies:

- Promote and support annual Baldrige-based organizational self-assessments and support the Energy Performance Excellence Award (EPEA) process
- Promote and recognize DOE organizations for achievements in customer satisfaction, employee satisfaction, and business results

Metrics:

- Number of Departmental Elements performing a self-assessment using the Malcolm Baldrige or President's Quality Award Criteria for Performance Excellence
- Number of organizations applying for the Energy Performance Excellence Award

8. Promote Reinvention, Performance Excellence/Quality Management Principles throughout the Department. (MA-6)

Strategy:

- Use consulting, benchmarking, training and partnerships to engage DOE organizations in relevant performance excellence initiatives (e.g. NPR, GPRA, Hammer Award Process, Conversations with America, and Customer service initiatives)

Metrics:

- Number of Hammer Award applications
- Number of Hammer Awards to DOE organizations
- Number of reinvention efforts identified

9. Improve executive document management. (MA-7)

Strategies:

- Baseline and improve executive document management cycle-time
- Respond to customer feedback
- Rollout Document Online Coordination System (DOCS) at multiple levels to Program Offices by FY 2003

Metrics:

- Reduce document cycle times in FY 1999 and FY 2000
- Maintain or improve customer satisfaction rate for executive document management based on 1998 satisfaction rate

10. Manage the Freedom of Information (FOI) Request Backlog Reduction Initiative and implement Electronic FOI Requirements. (MA-7)

Strategies:

- Utilize staff resources to focus on backlog reduction
- Expand centralization project
- Implement Electronic FOI requirements
- Fully automate the FOI Reading Room by FY 2003

Metric:

- Reduce FOI backlog by 10% and average case age by 10% in FY 1999 and FY 2000

11. Support Communication and Trust through DOECAST. (MA-7)

Strategies:

- Continue and improve use of DOECAST for Secretary of Energy communication to employees and for messages of interest and importance to employees
- Promote appropriate use and cost benefits of DOECAST

Metric:

- Maintain or improve customer satisfaction with DOECAST in FY 1999 and FY 2000

Goal B

We will provide best-value products and management services to our customers.

Strategic Commitments:

1. Improve the Working Capital Fund (WCF) Information Systems. (MA-1.4)

Strategy:

- Develop a new Headquarters WCF customer billing system

Metrics:

- Implement new user-friendly billing system with detailed customer usage data
- Fully operational and functional WCF World Wide Web Home Page
- Complete WCF customer guidebook and definitions on WCF metrics

2. Improve utilization of Headquarters space. (MA-2)

Strategy:

- Save \$17M in rent from FY 1995 through the end of FY 2000 by implementing Headquarters Space Management Plan and improving individual office space utilization rates of Headquarters organizations

Metrics:

- In FY 1999 save \$4.4M in rent compared to the FY 1996 baseline
- In FY 2000 save \$4.5M in rent compared to the FY 1996 baseline

3. Provide timely and effective tools, services, information, and assistance to Departmental organizations and employees in workforce planning and restructuring. (MA-3)

Strategies:

- Assist Departmental Management in achieving and tracking staffing targets and Workforce 21 commitments
- Streamline, automate, and reengineer human resource systems, programs, and processes
- Bring DOE and MA to a new level of commitment to volunteer service with emphasis on community service activities targeting our Nation's young people
- Improve labor management relations program at DOE

Metrics:

- Issue Workforce 21 planning guidelines
- Achieve staffing reductions to achieve DOE target of 10,613 by September 1999 (excludes FERC, Power Marketing Administrations, and former Bureau of Mines employees)
- Reengineer at least two personnel processes by September 1999
- Reduce hiring process time by 10%
- Liaison and partner with employee organizations and other Federal organizations in FY 1999 to promote community service and volunteer activities
- Prepare memorandum of understanding to be signed by the Secretary with an area school to implement Adopt-a-School Program
- Increase FY 1999 participation in the Everybody Wins Reading Program by 10% over FY 1998 levels
- Sponsor at least two Community Service Fairs in FY 1999
- Provide recommendations to MA-1 and S-1 on the information of a Department-wide Labor Management Relations federation as the basis of interaction with Headquarters and field unions and managers

4. Improve cooperation and collaboration within the information management community to cost-effectively meet the information management needs of DOE. (MA-4)

Strategies:

- Utilize the Capital Planning Information Technology Investment Board
- Implement the DOE Information Management Strategic Plan and produce annual operational plans integrated with the Department's budget process
- Establish a Department-wide information architecture with supporting standards, and complete DOE Information Architecture project
- Reengineer information management business processes to achieve efficiencies
- Coordinate and manage Department-wide implementation of Year 2000 date change for computer systems
- Guide information management activities using the Corporate Information Management Guidance Process
- Meet information management savings goals
- Improve understanding of DOE missions and processes in order to provide effective information management support
- Enhance utilization of Paperless Directives System via EXPLORER

Metrics:

- Update DOE Information Management Strategic Plan (IMSP) as required to maintain consistency with the DOE Strategic Plan and the Clinger-Cohen Act of 1996
- Implement Year 2000 changes for mission-critical systems by January 31, 1999, and nonmission-critical systems by March 31, 1999
- Increase number of sites adopting corporate guidance and standards items
- Amount of Information Management budget dedicated to collaborative projects increases annually using FY 1997 budget as baseline
- Achieve \$65 million in further cost avoidances in information technology in FY 1999
- Increase number of DOE organizations that rely on Paperless Directives System to 90% by October 1999

5. Ensure that procurement products and services are delivered on time and at a reasonable price. (MA-5)

Strategies:

- Use performance-based contracts for management and operation of DOE facilities and for obtaining support services
- Convert all existing management and operating contracts to performance-based management contracts as they are extended or competed
- Improve business processes to increase the number of contracts awarded competitively
- Reduce use of support service contracting

Metrics:

- Award 50% of all service contracts in FY 1999 as performance based
- Convert all M&O contracts awarded in FY 1999 to performance based management contracts
- Award 50% of all M&O contracts in FY 1999 by competitive procedures
- Reduce support service contracting obligations below \$610 million in FY 1999

6. Provide timely and effective process improvement tools to assist Departmental organizations in reinvention and streamlining efforts. (MA-6)

Strategy:

- Assist DOE managers by providing consulting, benchmarking, training, and partnerships to improve organizational performance

Metrics:

- Number of processes improved
- Cost savings from process improvements

Goal C

We will emphasize customer and stakeholder satisfaction and improved partnerships.

Strategic Commitments:

1. Promote performance excellence. (MA)

Strategies:

- Use Malcolm Baldrige criteria as a roadmap to success
- Track progress and measure improvements
- Identify improvement initiatives annually based on EQA, PQA, and NPR survey feedback reports and/or self-assessments
- Implement and enhance systems that effectively disseminate better management practices (MA-6)

Metrics:

- Improve MB organizational assessment scores
- Increase positive responses to questions on employee survey relating to leadership

2. Improve MA Customer and Stakeholder Communication Processes. (MA)

Strategies:

- Develop a plan to compare and benchmark customer satisfaction measures and results (MA-1.4)
- Improve the collection and presentation of MA customer survey results (MA-1.4)
- Conduct customer focus groups to obtain targeted data
- Enhance survey instrument, as appropriate, to increase survey response validity (MA-1.4)
- Implement MA Quality Assurance Program in each organization
- Provide information and briefings to stakeholders

Metrics:

- Establish proven method for measuring overall customer satisfaction
- Increase response rates for selected internal MA employees (e.g., Germantown employees, demographics) and external customer groups
- Provide results of Quality Assurance Program feedback annually

3. Continue to meet and/or exceed customer needs and expectations. (MA)

Strategies:

- Conduct annual customer satisfaction surveys to better understand MA customers (MA-1.4)
- Develop action plans, by each MA Office, to address survey results
- Improve customer satisfaction

Metric:

- Maintain or improve customer satisfaction levels for overall MA and key products and services

4. Increase customers' trust in the information management process. (MA-4)

Strategies:

- Improve annually the quality and volume of information on DOE's World Wide Web site
- Utilize the Corporate Information Systems Working Group
- Increase customers' trust by involving them in the information management process
- Partner with our customers in planning and implementing corporate systems

Metrics:

- Annually improve and measure the quality and volume of information on DOE's World Wide Web site to demonstrate user interest through higher numbers of home page visits each year
- Increase corporate system partnering initiatives implementation by 20% between 1999 and 2002
- Assist Corporate Information Systems Champions in implementing their systems across DOE by inclusion of representative customers
- Maintain or improve customer satisfaction

Goal D

We will enhance the effectiveness, well-being, and satisfaction of MA employees.

Strategic Commitments:

1. Align workforce with organizational goals, commitments, and priorities. (MA)

Strategies:

- Develop, assess, and implement an approach to fill organizational skill gaps that involves training, reassignments, promotions, hiring, reengineering processes, and/or redesigning jobs
- Identify critical hires and develop a corporate strategy to address needs, including succession planning

Metrics:

- Utilize an effective approach in each MA organization to assess and fill skills gaps and assess approach
- Provide ongoing assistance and guidance to MA organizations (MA-3)
- Maintain or improve employee satisfaction
- Achieve Human Resources Management Assessment Program (HRMAP) results
- Achieve Management Development Program results
- Increase satisfaction of Supervisors with services provided

2. Develop and train employees. (MA)

Strategies:

- Capture individual learning needs in new or revised Individual Development Plans (IDP) that reflect organizational and individual skill needs assessments
- Evaluate effectiveness of IDP program each year
- Develop annual MA training plan and evaluate plan implementation
- Employ a variety of individual learning strategies including job rotations, special assignments, mentoring, learning teams, and self-development

Metrics:

- Implement IDP program in all organizations according to established procedures, and complete an annual effectiveness assessment (MA-1)
- Increase effectiveness of IDP program each year based on supervisor and employee satisfaction survey results
- Meet top organizational training priorities identified in the annual organizational training plans each calendar year
- Plan and implement one new organizational learning strategy by each organization, and evaluate for effectiveness

3. Establish a consistent and reliable system to support and monitor levels of employee well-being and satisfaction. (MA)

Strategies:

- Maintain an effective communications policy
- Review and report trends for data indicators of employee well-being and satisfaction annually (MA-1.4)
- Conduct annual employee well-being and satisfaction survey (MA-1.4)
- Prepare and implement action plans addressing top three areas of employee concerns (each MA Office)
- Develop a plan to compare and benchmark employee satisfaction measures and results (MA-1.4)
- Improve the collection and presentation of MA employee survey results (MA-1.4)

Metrics:

- Maintain or improve employee satisfaction levels
- Track data trends of employee well-being and satisfaction (MA-1.4)
- Maintain or improve satisfaction in each MA Office in top areas of employee concerns

4. Establish an MA Information Technology Plan. (MA)

Strategy:

- Create a plan and budget to support improved information management capabilities for MA employees

Metric:

- Maintain or improve information management capabilities of MA employees